# OUR STRATEGIC GOALS, OBJECTIVES, PERFORMANCE MEASURES, STRATEGIES KEY STRATEGIC PROJECTS

As reflected in the issues described earlier, protecting water resources is becoming increasingly complex. Our strategic direction, defined by our goals, objectives, and performance measures, is designed to respond to this challenge in a focused way. We believe that by focusing our efforts on a critical few strategic areas and combining these efforts with our daily activities, we will be able to achieve significant gains.

We will fulfill our mission by pursuing six goals (please note that these goals are not listed in priority order):

- GOAL 1: The Boards' organizations are effective, innovative and responsive
- GOAL 2: Surface waters are safe for drinking, fishing, swimming, and support healthy ecosystems and other beneficial uses
- GOAL 3: Groundwater is safe for drinking and other beneficial uses
- GOAL 4: Water resources are fairly and equitably used and allocated consistent with public trust
- GOAL 5: Individuals and other stakeholders support our efforts and understand their role in contributing to water quality
- GOAL 6: Water quality is comprehensively measured to evaluate protection and restoration efforts

For each of these goals, we have established clear objectives and performance measures. Our performance measures consist of annual measures that will demonstrate the impact of our work annually, and quarterly measures that will track the effectiveness of key activities that will help us reach our annual targets. We have established first year targets for those measures we currently track. In some areas we have not established targets because a baseline and tracking systems must first be developed. We will establish targets once these activities have been completed. We will use these measures as a self-monitoring tool to help guide us should we need to make changes in our approach. In the long-term, we will incorporate the environmental indicators developed through Cal/EPA's Environmental Protection Indicators for California, or EPIC Project. (See Appendix E for measures and targets and an explanation of EPIC.)

We will fulfill our goals and objectives by pursuing the selected strategies and applying strategic resources to key projects. State and Regional Board staff will be involved in the coordination, implementation, evaluation and modification of these strategies and projects. While we could list many more strategies and projects, we focus here on the critical few that, combined with our daily activities, we believe will help us achieve the biggest gains. Completion of these projects will help us reach the targets we set for our strategic measures, bridging the gap between where we are today and where we want to be tomorrow. Descriptions of our goals, objectives, performance measures, strategies, and key strategic projects are provided in the following sub-sections.



### GOAL#1: THE BOARDS' ORGANIZATIONS ARE EFFECTIVE, INNOVATIVE AND RESPONSIVE

Goal #1 is an overarching goal that affects every employee and Board Member. Achievement of this goal will allow us to more effectively and innovatively respond to changes in our internal and external environment. We also will strive to increase our effectiveness and stretch our limited resources through prioritization and effective coordination and collaboration with our external stakeholders. To do this, we are focusing on our internal operations - people, processes and technology. In regards to people, we are focusing on our staff to ensure we can effectively hire, train, and retain the most qualified individuals. In regards to our processes, we are focusing on cross-media and cross-organizational activities that can help increase our program effectiveness. In the area of technology, we will pursue opportunities that will help us reach more people, improve data sharing and exchange with stakeholders, and increase the efficiency and effectiveness of our staff. Our attention on these critical areas will ensure that we can meet our organization's state and federal mandates. It will also ensure we have the capacity to work effectively with the regulated community, ensuring its compliance with regulatory requirements.

Looking for geological clues in the Sierra. Rick Humphreys, Division of Water Quality, State Board.

### OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- ◆ Increase cross-media and cross-organizational coordination efforts
- ◆ Prioritize efforts based on resource limitations and alignment with Cal/EPA's *Strategic Vision*
- ◆ Implement environmental justice efforts throughout programs in a manner that ensures the fair treatment of all races, cultures and income levels
- Increase budget flexibility to focus on high priority issues
- ◆ Improve consistency among State and Regional Boards
- Recruit, hire and retain qualified staff
- ◆ Provide staff and other agencies with timely access to information
- Provide the training and tools necessary for staff to be successful
- Meet state and federal mandates.
- Ensure compliance with regulatory requirements

### KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve our outcomes and reach Goal #1 objectives. Complete descriptions of each project are provided in Appendix E

### **KEY STRATEGIES**

◆ Implement e-government systems

- ◆ Encourage stakeholder collaboration and use of multi-agency teams
- ◆ Clearly establish water quality and water rights priorities
- ◆ Identify and resolve internal constraints to broaden implementation of the watershed approach
- ◆ Conduct fair and equitable enforcement
- Ensure we have qualified staff who are supported by the tools necessary to be successful

### **KEY STRATEGIC PROJECTS**

- ◆ Employee Training and Retention Project: Develop and implement employee training and retention programs that ensure employees have the tools and support they need to be successful. Develop technical training programs related to Regional Board activities.
- ◆ E-Government Project: Develop and implement a comprehensive e-Government¹ Plan that identifies key initiatives related to providing services to employees, other agencies, and watershed interests through the Water Boards' Intranet and Internet. These initiatives will be selected based on their ability to improve services and increase the efficiency and effectiveness of Board Members and staff. Incorporate education and outreach components identified through the Public Education and Outreach Project.
- Priority Setting Project: Establish priority setting processes at the State and Regional Board levels to facilitate use of limited funds for the highest priority efforts. Develop the criteria that will be used on a consistent basis to guide priority setting. Develop the supporting processes to help re-prioritize when changes occur due to funding or program challenges.

Electronic Government (e-government) generally relates to the use of the Internet as a medium to transact business between public or private organizations or citizens. It is distinct from simply posting information that may be read, downloaded, etc.

### KEY STRATEGIC PROJECTS (CONTINUED)

- ◆ Watershed Management Project: Identify, and whenever possible, resolve internal constraints within the State and Regional Boards that may inhibit implementation of the watershed management approach. The intent of this project is to focus on how best to facilitate broader implementation of watershed management throughout the State and Regional Boards. (Implementation of the Watershed Management Initiative, developed as part of the 1995 Strategic Plan, will continue as an ongoing high priority initiative, but is not the key focus of this project.)
- ◆ Compliance Assurance and Enforcement Initiative Project: Develop and implement a plan to achieve measurable and continuing increases in the rate of compliance with state and federal laws.
- ◆ Environmental Justice Project: Develop and implement a plan to integrate Environmental Justice activities into all State and Regional Board program areas.
- Cross-Media/Cross-Organization Project: Facilitate coordination of individual Cal/EPA BDO and Resource Agency departmental approaches. Track, monitor and report on the effectiveness of cross-media/crossorganizational efforts.
- ◆ Employee Recruitment Project: Develop a recruitment plan and supporting processes that ensure we have the depth and breadth of employees we need to fulfill our program obligations.
- ◆ Employee Innovation Project: Develop processes that will help encourage and reward the development and implementation of innovative ideas generated by employees.

### PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets):

- ◆ Increase in partnerships to increase overall program capability
  - Projects being undertaken with other agencies that focus more resources jointly on our mission
- ◆ Increase in employee satisfaction
  - Employee turnover
- ◆ An organizational culture that supports innovation
  - E-government systems utilized
- Employees believe the culture supports their innovative ideas

### GOAL #2: SURFACE WATERS ARE SAFE FOR DRINKING, FISHING, SWIMMING, AND SUPPORT HEALTHY ECOSYSTEMS AND OTHER BENEFICIAL USES

Through the State Board, we establish policies and regulations that help protect and restore surface water quality in California. Through the Regional Boards, we monitor and enforce these policies and regulations. Our ultimate goal through these processes is to ensure surface waters are safe for drinking, fishing, swimming, support healthy ecosystems and other beneficial uses. To this end, we have established two objectives aimed at protecting our unimpaired surface water and restoring our impaired surface water bodies.

### OBJECTIVES "How will we accomplish our goal?" These measurable objectives are:

- ◆ Maintain or improve high quality surface waters, including riparian corridors and wetlands
- $\bullet$  Reduce the number of impaired surface water bodies

### KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve Goal #2 objectives. Complete descriptions of each project are provided in Appendix F.

#### **KEY STRATEGIES**

- ◆ Target significant pollution sources affecting surface water beneficial uses
- Develop, promote, and implement innovative watershed approaches<sup>2</sup>
- ◆ Increase focus on TMDLs

#### KFY STRATEGIC PROJECTS

- ◆ Nonpoint Source (NPS) Project: Help dischargers implement and understand management measures that prevent NPS pollution. Educate Californians about their role in preventing NPS pollution. Coordinate and facilitate the efforts of other state agencies that have NPS authorities, programs and responsibilities to produce an effective statewide NPS program.
- ◆ Listing of Impaired Water Bodies Project: Evaluate readily available information and generate a list of waters that are not attaining water quality standards. Update the existing 303(d) listing. Develop an early intervention list for waters outside the 303(d) list.
- ◆ TMDL Development and Implementation Project: Develop TMDLs for specific water body and pollutant combinations. Establish an offset program. Operate within planning schedules identified by the 303(d) list and Watershed Management Initiative (WMI) Chapters.
- Cross-Border Project: Support the Cal/EPA Border Initiative focused on the California/Mexico Border. Focus on restoring and protecting public health and the environment of the Border region with specific focus on the Tijuana River, the New River, Pacific Ocean off San Diego County, Tecate Creek, and the Alamo River. Provide technical assistance to the State of Baja California.
- ◆ Clean Beaches Project: Develop and implement a comprehensive Clean Beaches Initiative Plan that incorporates a watershed approach. The plan

### **KEY STRATEGIC PROJECTS (CONTINUED)**

includes distribution of funding for local assistance projects aimed at reducing pathogen contamination at beaches. It also includes development of a rapid indicator that will reduce the time lag between detecting bacterial indicators and communicating details of the health risk to the public. Future research goals include development of source identification tools. This project will help protect public health at ocean beaches. By doing so, we will protect the local economy dependent upon tourism, and the quality of life for beach going Californians.

◆ Effluent Dominated Waters Project: Determine how to provide protection of water quality in effluent dominated waters (EDWs). Provide guidance and, if appropriate, a State Board policy for water quality control, or Regional Board basin plan amendments.

### PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets):

### ANNUAL AND QUARTERLY MEASURES

- ◆ Reduction in threats to beneficial uses of surface water
- Decrease in unauthorized discharges
- Decrease in significant NPDES permit violations
- Achievement of NPS Plan milestones
- Reduction in impaired surface water bodies
  - Achievement of TMDL milestones

### GOAL #3: GROUNDWATER IS SAFE FOR DRINKING AND OTHER BENEFICIAL USES

Our strategic focus for this goal is the safety of drinking water. Given that it is so difficult and costly to clean up groundwater supplies after they are polluted, we also focus on prevention and reducing threats to drinking water wells. To this end, we have established two objectives to protect unimpaired groundwater bodies and to restore our impaired groundwater bodies.

OBJECTIVES "How will we accomplish our goal?" These measurable objectives are:

- ◆ Maintain high quality groundwater bodies
- ◆ Reduce the number of impaired groundwater bodies

### KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve Goal #3 objectives. Complete descriptions of each project are provided in Appendix F.

### **KEY STRATEGIES**

- $\bullet$  Develop, promote, and implement innovative aquifer protection approaches
- ◆ Identify long-term threats to groundwater and focus efforts to implement appropriate pollution prevention and remediation activities
- Coordinate with other agencies that share a role in groundwater resources

 Promote cross-program communication and data sharing to identify threats to drinking water sources

### **KEY STRATEGIC PROJECTS**

- Drinking Water Well Project: Enable stakeholders to review trends in drinking water well data and assess the susceptibility of drinking water resources with respect to real and potential threats to groundwater. Help water purveyors and private well owners understand their next steps to ensure drinking water quality. Prioritize Board regulatory, clean-up and pollution prevention actions.
- ◆ Septic Systems Project: Pursuant to AB 885, assess impacts and develop siting, design, construction and performance standards for on-site wastewater disposal systems. Focus on failing, reconstructed and new systems, and those subject to major repair.
- ◆ Seawater Intrusion Project: Fund projects to stabilize groundwater basins or reverse seawater intrusion through means such as water conservation, water reclamation, or other local water supply development to reduce groundwater pumping or recharge overdrafted aquifers. Seek funding to leverage local efforts in the Salinas Valley to halt and potentially reverse seawater intrusion.
- Brownfields Project: Develop a process to locate and track groundwater cleanup sites, so those sites in recognized brownfields may be easily identified. Coordinate efforts with Department of Toxic Substances Control.

PERFORMANCE MEASURES "How will we measure our progress?"
We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first,

quarterly measures are listed as sub-bullets). We will need to collaborate with the Department of Health Services Drinking Water Program to obtain the performance measurement data and modify our program approaches as appropriate.

- ◆ Reduction in threats to beneficial uses for groundwater
  - Increase in the number of closed sites <sup>3</sup>
- No reduction in the number of available drinking wells
  - Decrease in contamination trends in drinking water wells (measured annually)



Wastewater treatment plant performance, Roseville. Marla Lafer, Region 2, and Lewis Moeller, State Board.



### GOAL #4: WATER RESOURCES ARE FAIRLY AND EQUITABLY USED AND ALLOCATED CONSISTENT WITH PUBLIC TRUST

California's growing population places increasing demands on our limited water supply. Our water resource protection and allocation efforts must not only recognize both increasing demands and limited supply, but also strive to balance the two while protecting the public trust. For this goal, we will help facilitate more efficient uses of water, working to ensure there is enough to support demand. We will also work to improve our processes that support the state's surface water allocation process and seek to improve the coordination of our water rights and water quality efforts.

### OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- Facilitate efficient use of water (through recycling, conjunctive use, water transfers)
- ◆ Balance competing uses of water
- Ensure a timely process for water allocation
- Record water rights for the state

### KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve Goal #4 objectives. Complete descriptions of each project are provided in Appendix F.

### **KEY STRATEGIES**

- Facilitate water transfers in California's water marketplace
- Improve coordination with other public trust regulatory agencies
- ◆ Improve water rights process efficiency
- ◆ Support water recycling efforts
- Improve coordination between water rights and water quality efforts

### **KEY STRATEGIES PROJECTS**

- Water Rights Improvement Project: Develop and implement improvements to the application, hearing, compliance, and licensing components of the water rights process.
- Water Transfer Project: Prepare a guide to inform all stakeholders of the appropriate analyses and procedures related to the water transfer process.
- Water Recycling Project: Allocate Proposition 13 grant funds to support the construction of new recycling facilities, increasing the number of water recycling projects. Allocate grant funds to support water recycling research that will identify technology and processes to effectively detect and remove problem constituents, making water safe for reuse at the lowest cost. Work collaboratively with grantees to help assure the public that water is safe for reuse.

 Water Quality/Water Rights Coordination Project: Facilitate coordination, communication, and data sharing among the State Board Divisions and the Regional Boards. Ensure that State and Regional Board actions are in accord and do not result in unintended impacts on other Board efforts.

### PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets):

- ◆ More efficient water rights process (timing)
  - Decrease in water rights application and petition process time
- ◆ Increase in the volume of water recycled for beneficial uses ⁴

## GOAL #5: INDIVIDUALS AND OTHER STAKEHOLDERS SUPPORT OUR EFFORTS AND UNDERSTAND THEIR ROLE IN CONTRIBUTING TO WATER OUALITY

Our fifth goal focuses on public education and outreach, the emphasis being placed on helping individuals understand their role in improving water quality. This is where we must target our efforts if we want to make bigger strides in improving water quality in the future and effectively address nonpoint source issues. We will use technology to help us increase our outreach and coordinate with other government agencies and non-profit organizations that support our efforts. We are developing a public education/outreach program that will help us increase the availability and dissemination of information regarding California's water quality, what impacts that water quality, and how people can become involved in our efforts to improve the state's water quality. While we will continue our adult education efforts, we will also target K-12 education. By focusing pollution prevention efforts on our youth, we expect to influence their behavior, significantly reducing tomorrow's pollution.

### OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- ◆ Increase self-directed compliance
- Increase individuals' understanding of their effects on water quality
- Ensure the public and other stakeholders understand the roles and responsibilities and impact of the State and Regional Boards

- ◆ Foster participation by the regulated and environmental communities, the public and government agencies in our processes that protect water resources and uses
- Assist in implementing environmental justice efforts by ensuring that environmental information is understandable, available, accessible and useful to all affected communities

### KEY STRATEGIES AND KEY STRATEGIC PROJECT

"What actions will we take to achieve our objectives?"

The following key strategies and strategic project define the actions we will take to achieve Goal #5 objectives. A complete description of the project is provided in Appendix F.

#### KFY STRATEGIES

- Implement e-government systems to increase education and outreach
- ◆ Develop and implement educational and outreach programs

### **KEY STRATEGIC PROJECT**

• Public Education/Outreach Project: Develop and implement a comprehensive public education/outreach plan that helps individuals understand the effect of their actions and/or inactions on water quality and their responsibility to help maintain water quality. The plan will detail how the State and Regional Boards will work with local, state, and private entities to leverage best practices and share resources (e.g., coordinate development of materials, obtain best practice examples from other states). The plan will also highlight education/outreach efforts focused on environmental justice.



Collecting water samples from the New River at the Calexico USGS monitoring station. Jason Voskanian and Nadim Zeywar, Region 7

PERFORMANCE MEASURE "How will we measure our progress?" We have established the following performance measure that will help us determine our progress in achieving this goal:

### ANNUAL MEASURE

 Increase in stakeholder awareness related to water quality and water resource issues

### GOAL #6: WATER QUALITY IS COMPREHENSIVELY MEASURED TO EVALUATE PROTECTION AND RESTORATION EFFORTS

Our last goal focuses on our ability to measure results. It is critical that we have the appropriate systems in place allowing us to assess and report on our progress toward improving and restoring California's water resources. At this time, we do not have enough monitoring resources to effectively evaluate the state's water quality. We will work with stakeholders to identify and implement additional monitoring resources. We will use measures to determine the effectiveness of our program activities and make modifications to improve that effectiveness. We will also work closely with stakeholders to develop and implement the most effective measurement and reporting tools so that we may communicate a consistent message regarding California's water quality. Included in this effort is our participation in the Cal/EPA EPIC Project which is developing environmental

indicators for California. These indicators will be incorporated in the Strategic Plan and will be an integral part of our measurement processes. (See Appendix E for more details on the EPIC Project.)

### OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- ◆ Increase the amount of useable quantitative data and information regarding water quality
- ◆ Translate quantitative data into useful information regarding the status of water quality
- Coordinate the collection and reporting of water quality information among programs, agencies and stakeholders

### KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

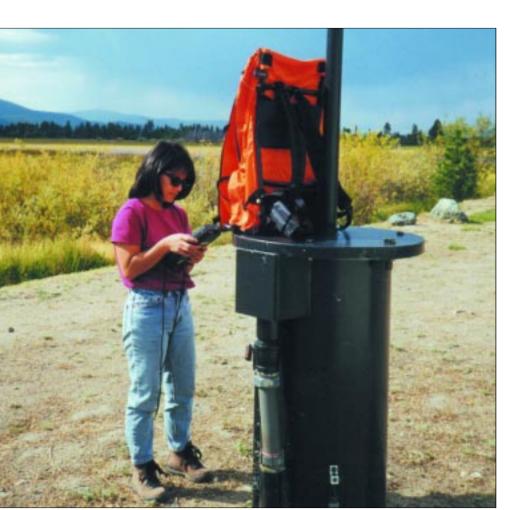
The following key strategies and strategic projects define the actions we will take to achieve Goal #6 objectives. Complete descriptions of each project are provided in Appendix F.

### **KEY STRATEGIES**

- ◆ Develop the systems and processes to measure and demonstrate quantitative improvements in and maintenance of water quality
- ◆ Improve intra-agency, inter-agency and stakeholder coordination of programs and data sharing

### **KEY STRATEGIC PROJECTS**

- ◆ Surface Water Ambient Monitoring Project: Coordinate surface water monitoring efforts so that they are comprehensive, non-duplicative, and appropriately funded. Create an ambient monitoring program that addresses all hydrologic units of the state using: consistent and objective monitoring, sampling, and analytical methods; consistent data quality assurance protocols; and centralized data management. Document ambient water quality conditions in potentially clean and polluted areas. The scale for these assessments ranges from site-specific to statewide. Identify specific water quality problems preventing the State and Regional Boards and the public from realizing the beneficial uses of water in targeted watersheds.
- Groundwater Ambient Monitoring and Assessment Project: Facilitate
  coordination, communication, and data sharing among various
  groundwater programs and agencies. Compile groundwater information
  and data widely so that it can be used by multiple programs and agencies,
  and is accessible to all stakeholders. Assess groundwater susceptibility.
- ◆ System for Water Information Management (SWIM 2) Project: Provide automated tools and standardized business processes to improve the State and Regional Boards' ability to enhance and preserve the quality of the state's waters. This will be done by building a comprehensive, integrated, appropriately accessible system with consistent, reliable data. The system will expand existing system capabilities to include licensing and monitoring programs. It will automate manual processes, allowing electronic submissions of reports and importing of relevant data. It will make data Internet-accessible. The system will provide tools for integrated watershed assessment and management. The system will also include the functionality currently included in the Geographic Environmental Information Management System − GEIMS (also known as GeoTracker).



Mapping wells and underground tanks with Global Positioning System, South Lake Tahoe. Angela Schroeter, Division of Clean Water Programs, State Board.

PERFORMANCE MEASURES "How will we measure our progress?"
We have established the following performance measures that will help us
determine our progress in achieving this goal (annual measures are listed first,
quarterly measures are listed as sub-bullets):

- ◆ Water Boards can determine if surface/groundwater quality is the same, better, worse (for targeted constituents)
  - The number of watersheds/water bodies for which we have assessed baseline or trend conditions
- ${\color{blue} \bullet}$  Information collection efforts are not duplicative among agencies